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**REPORT**

OF THE

# **ADJUTANT GENERAL**

## **State of Missouri**

**1 July 1984 - 30 June 1985**



**CHARLES M. KIEFNER**

**MAJOR GENERAL**

**THE ADJUTANT GENERAL**

John Ashcroft  
Governor

Charles M. Kiefner  
Major General, MOARNG  
The Adjutant General

DEPARTMENT OF PUBLIC SAFETY



REPLY TO  
ATTENTION OF

HEADQUARTERS MISSOURI NATIONAL GUARD

Office of the Adjutant General  
1717 Industrial Drive  
Jefferson City, Missouri 65101-1468  
Phone 314 — 751-2321

February 20, 1986

Honorable John D. Ashcroft  
Governor of Missouri  
State Capitol  
Jefferson City, Missouri 65101

Dear Governor Ashcroft:

It is my pleasure to deliver to you the annual report of the Adjutant General, for fiscal year 1985, as called for by state law.

The year was a period of great accomplishment for the Missouri National Guard and for our affiliated agencies, the State Emergency Management Agency, the Division of Veterans Affairs, and the office of Air Search and Rescue. We remain ready to perform the missions which may be assigned to us by your office or federal authorities.

Sincerely,

A handwritten signature in black ink that reads "Charles M. Kiefner".  
Charles M. Kiefner  
Major General, MOARNG  
The Adjutant General



**MAJOR GENERAL CHARLES M. KIEFNER**

**The Adjutant General of Missouri**

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ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A.J. Williams
1835-1839	Benajmin M. Lyle
1839-1843	James L. Minor
1843-1848	Gustavas A. Ferguson
1841-1851	William G. Minor
1851-1851	William a. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1917	James H. McCord
1917-1918	Andrew V. Adams
1918-1921	Harvey C. Clark
1921-1925	William A. Raupp
1925-1927	Frank M. Rumbold
1927-1933	Andrew V. Adams
1933-1936	Harold W. Brown
1936-1937	Claude C. Earp
1937-1941	Lewis R. Means
1941-1945	Clifford W. Gaylord
1945-1951	John A. Harris
1951-1964	Albert D. Sheppard
1964-1973	Laurence B. Adams, Jr.
1973-1977	Charles M. Kiefner
1977-1981	Robert E. Buechler
1981-	Charles M. Kiefner

## HISTORY AND ORGANIZATION

Missouri's organized militia from which the National Guard was formed, predates statehood by 12 years. Since statehood the Adjutant General has served as the Governor's military secretary and head of the National Guard. Affiliated agencies also have lengthy records of service to the people of the state.

The Office of Adjutant General is provided for by Article III, Section 46 of the Missouri constitution, operating under provisions of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces are also controlled by federal laws and military regulations.

The Adjutant General is appointed by the Governor with the advice and consent of the state Senate, serving as military secretary and military chief of staff to the Governor. He is the administrative head of the military establishment of the state and administers the activites of the two major affiliated agencies, the Division of Veterans Affairs and the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal-state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard unit members, for most full time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

A Military Council serves in an advisory capacity to the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as are felt necessary by the Adjutant General. Senior active Army and Air Force advisers to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner has served as Adjutant General in his present term since January 19, 1981.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, sister state agencies, and foremost by the dedication of our employees and National Guard unit members. This report reflects their acheivements.

## MISSION OF THE MISSOURI NATIONAL GUARD

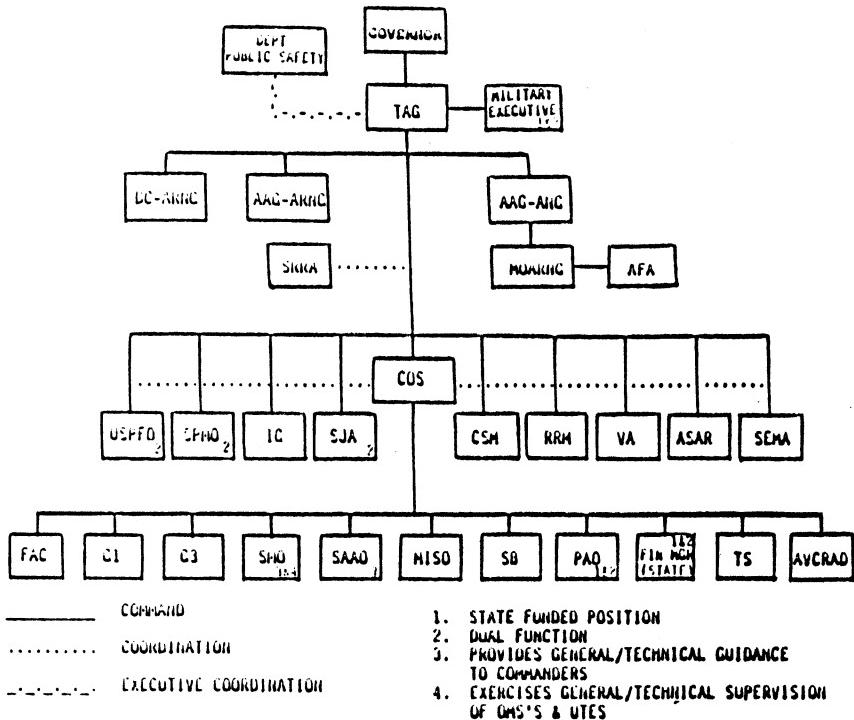
As provided for under the provisions of the National Defense Act, units of the MONG, both Army and Air, have a dual mission. The State mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the Federal mission is to provide trained and qualified individuals available for Federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

### PRIMARY STAFF OFFICERS

Brigadier General Frank C. Crooks Assistant Adjutant General-Air	Colonel Dale L. Strannigan State Maintenance Officer
Colonel Robert A. Morgan Chief of Staff, MOARNG	Colonel Billy W. Hawkins AVCRAD Supervisor
Colonel Allen P. Stark U.S. Property & Fiscal Officer	Colonel William E. Treu Executive Support Staff Officer-Air
Colonel Darrel A. McFerron Senior Army Advisor	Major James T. Weber Management Information Systems Officer
Colonel Beverly J. Wolf G1	Major Ronald L. Benward Equal Employment Manager
Colonel Benjamin F. Dennison G3	Major Dennis L. Cruts Financial Manager (State)
Colonel Willard L. Bean State Army Aviation Officer	Captain Barbara A. Branigan Staff Judge Advocate
Colonel Charles A. Walker Support Personnel Management Officer	Chief Warrant Officer George P. White Safety Manager
Colonel Robert E. Smith Construction/Facilities Officer	Command Sergeant Major Bill J. Adams State Command Sergeant Major

# OFFICE OF THE ADJUTANT GENERAL

## ORGANIZATION CHART



**AAG-ANG** - Assistant Adjutant General-Air National Guard  
**AAG-ARNG** - Assistant Adjutant General-Army National Guard  
**AFA** - Air Force Advisor  
**ASAR** - Air Search and Rescue  
**AVCRAD** - Aviation Classification Repair Activity Depot  
**CSM** - Command Sergeant Major  
**FAC** - Construction & Facilities Officer  
**FIN MGR** - Financial Management Officer, State  
**G1** - Military Personnel Officer  
**G3** - Plans, Operations & Training Officer  
**IG** - Inspector General  
**MOANG** - Missouri Air National Guard  
**MOARNG** - Missouri Army National Guard  
**MISO** - Management Information System Officer  
**PAO** - Public Affairs Officer  
**RRM** - Recruiting and Retention Manager  
**SAAO** - State Army Aviation Officer  
**SB** - Safety and Occupational Health Manager  
**SEMA** - State Emergency Management Agency  
**SMO** - State Maintenance Officer  
**SJA** - Staff Judge Advocate  
**SRRRA** - Senior Army Advisor  
**TS** - Training Site  
**USPFO** - U.S. Property & Fiscal Officer  
**VA** - Division of Veterans Affairs

## MANAGEMENT INFORMATION OFFICER

The Information Management Officer serves as the Principal Staff Officer for ARNG Information Management within the state. This position is located in the State Area Command Headquarters (STARC).

### MAJOR DUTIES:

(1) Serves as the Principal Staff Officer for ARNG Information Management (IM). Represents the Adjutant General (AG) in all matters pertaining to Information Management (IM) with senior officials of State agencies, other States, the NGB, equipment manufacturers, other Federal agencies, and senior business executives. Outlines the direction of the evolving IM process. Identifies problems and specific issues in the broad subject area of IM. Develops policies, programs, and procedures to integrate state-wide IM functions and organizational activities.

(2) Manages the development and institutionalization of the long and short-term Information Management planning process.

(3) Establish the educational objectives for the accomplishment of the information management program within the state.

(4) Principle advisor to the AG on automation security.

(5) Implement Information Center (IC) methodology by establishing and directing an IC.

(6) Defines the scope, objectives, functions, and operation of the state information and automation architectures in consonance with the intent and guidance of the overall NGB and total Army architectures.

(7) Establishes command policies, plans and programs for all telecommunications.

(8) Analyzes organizational processes, composition, and functions for all parts of the ARNG and develops solutions for management changes.

## STATE EMERGENCY MANAGEMENT AGENCY

The State Emergency Management Agency is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between Federal, State, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950's. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislative Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

PLANS AND OPERATIONS. During FY 85, Missourians were fortunate in that no major adverse weather or storms occurred. Although there were some locally heavy rainfalls, tornadoes and snow storms, none were of a magnitude that required a declaration of emergency by the State or Federal government. Although several requests were made, evaluation proved none to be of such a wide scope of damage as to issue a declaration.

During FY 85, the SEMA State Emergency Operations Plan continued to be updated and expanded. Several community plans were updated. Other Emergency

Management Assistance Program jurisdictions completed or updated their plans and several new jurisdictions were added. The new State Temporary Housing Plan was accepted by the Federal Emergency Management Agency with revisions being made through May. The Individual and Family Grant Plan update was initiated and will be finalized in the first quarter of FY 86.

Workshops were held throughout the state to assist local jurisdictions with their Hazard Vulnerability Analysis and Capability Assessment. A workshop was also held in southeast Missouri to assist the jurisdictions in southeast Missouri in their Multi-Year Development Plan.

Coordination with the Federal Emergency Management Agency (FEMA) continued throughout the year on the buy-out of the Times Beach and Minker-Stout dioxin sites. SEMA was also given the coordination task of temporary relocation of the Castlewood dioxin site residents.

Local jurisdictions throughout the state were visited by SEMA to encourage their participation in emergency preparedness. Numerous emergency preparedness exercises were conducted by this office and local jurisdictions to test community readiness for coping with an emergency. The ten-mile emergency zone plan for the Callaway Nuclear Plant at Reform, Missouri was exercised and approved by the Federal Emergency Management Agency. Several tests and exercises were also successfully conducted for the Cooper nuclear Station, Brownville, Nebraska, since that plant could affect Atchison County across the Missouri River in northwest Missouri.

Missouri's earthquake response planning continued. The State Earthquake Safety Advisory Council and its individual committees met at various times throughout the year. SEMA personnel attend several earthquake conferences and exercises in the states of California, Kentucky, and Tennessee to advance planning and mitigation efforts for potential earthquakes throughout the United States.

During FY 85, SEMA continued to implement the Integrated Emergency Management System (IEMS). A Multi-Year Development Plan was submitted by each emergency management assisted jurisdiction and forwarded to FEMA on April 30, 1985. This plan looks five years to the future and identifies funds and actions needed by local, state and federal governments to correct shortfalls in fifteen functional areas and maintenance requirements to adequately protect, warn and respond to any emergency situation within the state and local jurisdictions.

At least ten other projects involving routine problems were accomplished throughout FY 85, as requested by local jurisdictions.

TRAINING AND EXERCISE PROGRAM. The SEMA training and exercise program focuses on improving both professionalism and emergency operation capabilities

in local jurisdictions throughout the state. Training courses are made available to public officials. Exercises are conducted in local government communities to test readiness should a disaster or major emergency occur.

Twenty-eight training activities were conducted this year, with a total of 1,076 participants completing courses. Another 920 representatives of local governments participated in emergency management exercises conducted by SEMA. A large number of local governments also conducted exercises without direct aid from SEMA.

SEMA conducted training activities including seven Formulating Public Policy courses, aimed at local public officials to help them understand the need for an emergency management program. Courses were held in Joplin, St. Louis, Mountain View, Cape Girardeau, St. Joseph, Springfield, and Sedalia, with a total of 252 local officials attending.

Also conducted were courses in the Professional Development Series for Emergency Management. These courses include Introduction to Emergency Management, Emergency Planning, Leadership and Influence, Decision-making, Effective Communications, and Creative Financing. Two Introduction to Emergency Management Courses were held in Jefferson City, with 77 persons attending. An Emergency Planning course was held in Cape Girardeau and St. Louis with attendance of 70 persons. One Leadership and Influence Course, one Decision-making Course, two Effective Communications Courses and one Creative Financing Course were held in Jefferson City. Those attending these courses numbered 280.

FEMA emphasized several radiological preparedness courses this year that trained local personnel to deal with peacetime emergencies as well as attack related emergencies. Three Fundamentals Courses for Radiological Monitors were conducted for 76 persons in Lamar, Jefferson City, and St. Louis. Two Fundamentals Courses for Radiological Response Teams were conducted - one in St. Louis and one in Jefferson City, with 57 persons attending. Courses to help hospitals deal with handling radiation accident victims were held in Kirkwood and Springfield. Total attendance was 57.

A statewide workshop for selected officials was held to promote emergency management at the local level. Two hundred thirty-three persons attended.

A statewide workshop for local officials and emergency management personnel was held in St. Louis. This workshop focused on emergency communications and warning and also addressed earthquake preparedness. Eighty-one persons attended.

SEMA also offered an instructional techniques course designed to aid both SEMA staff and other local emergency management personnel who conduct courses. Thirty persons attended this course held in Jefferson City.

St. Louis and Jefferson City were the sites for two exercise design courses, attended by 48 people. The purpose was to help local officials design exercises to test local emergency operations plans.

Tabletop exercises with SEMA providing assistance were held in Olivette, Memphis, Sikeston, Carthage, Hamilton, and Cassville. About 150 local government personnel participated in these exercises. Functional exercises were held in Raytown, Iron County, Mississippi County, Butler County, Hickory County, and Buchanan County. SEMA provided assistance to these areas, where a total of 470 persons participated. SEMA exercise assistance was also provided to Black Jack, DeSoto, and St. Louis, where full scale exercises were conducted. Participants in the full scale exercises totaled 300.

Computerization of training records also began in FY 85. Computer programs were developed with the aid of the Missouri State Highway Patrol Information Systems Division and initial data entry began.

PUBLIC INFORMATION. The Public Affairs and Information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing and dissemination of information; photography; graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of the emergency management concept at federal, state, and local levels.

A primary vehicle in carrying out this mission is publication of the bimonthly SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors; information about state and federal programs; and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

News releases are issued to address SEMA policies, or emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

Among the programs highly publicized by SEMA in FY 85 was Earthquake Preparedness. Numerous presentations on Missouri's earthquake potential were conducted in communities across the state by the Chief of Special Planning for Earthquakes, in conjunction with staff from Population Protection Planning. The programs, held at 19 separate sites, were attended by nearly 1,000 Missouri residents. Additionally, 11,000 SEMA brochures explaining the earthquake threat were mailed to various local emergency management and civil defense directors across the state.

Since it is the responsibility of SEMA to plan for the possibility of a major emergency at nuclear power plants, special emphasis was also given to this issue through public information programs in FY 85. SEMA staff, working with utility personnel and state government employees, set up a Joint Public Information Center (JPIC) to test a central source of accurate, official information in case of a serious problem at the Callaway Nuclear Plant. The

JPIC was operated during a test of the plant's Emergency Operations Facility that was conducted on June 5, 1985, with a public hearing for response to the exercise held in Fulton on June 6th.

Because the northwest portion of Missouri may be affected by a possible emergency at the Cooper Nuclear Plant in Brownville, Nebraska, public information exercises in the form of a Media Release Center are also conducted for this plant. They involve SEMA officials, including the Public Information Officer.

In terms of general information for floods, tornadoes and other forms of natural and man-made disasters, SEMA maintains a Public Display Booth which can be set up at various gatherings, conferences and public meetings. In FY 85, the booth was used at conferences for the Mo. Association of Counties, Lake of the Ozarks; Mo. Municipal League, St. Louis; Mo. State Teachers Association, Kansas City; Mo. Safety Council, Lake of the Ozarks; the Mo. Emergency Medical Services Alliance, Osage Beach; and the Mo. Department of Natural Resources Water Resources Conference, Jefferson City.

RADIOLOGICAL INSPECTION/MAINTENANCE & CALIBRATION. The Radiological Inspection/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for this contract year was \$74,772, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 48,963 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in public fallout shelters, emergency response facilities, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration, and repair if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,000 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. Members of RI/M&C are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL PROTECTION PROGRAM (RPP) The purpose of the State Radiological Protection Program (RPP), formerly known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of radiation exposure. This includes both nuclear attack and peacetime radiological emergencies, i.e., transportation, nuclear power plants, laboratories, etc.

Such protection is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiological emergencies.

There have been several thousand persons trained in radiological monitoring during the last twenty years. Many are no longer in the program but new personnel are trained throughout the state each month. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

ALL HAZARD PLANNING. Guidance and assistance is provided to state and local government agencies in the development, exercising and maintenance of emergency operation plans based on the Intergrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter. During FY 85, emergency plans were developed or exercised in Scott, Mississippi, New Madrid, Stoddard, Knox, Lewis, and Boone counties.

Surveys to identify the physical and architectural characteristics of buildings that provide protection from the effects of natural and technological hazards were continued during FY 85. Surveys were conducted in Audrain, Bollinger, Butler, Camden, Cape Girardeau, Carter, Franklin, Gasconade, Iron, Lincoln, Madison, Miller, Monroe, and Montgomery; Oregon, Perry, Pike, Ralls, Reynolds, Ripley, St. Francois, Ste. Genevieve, Shannon, Warren, Washington, and Wayen counties.

Development of a basic State Earthquake Response Plan continued during FY 85, with input from the State Seismic Safety Council, participating state agencies, and the Central United States Earthquake Consortium. Planning anticipates maximum use of assets from all levels of Missouri government and the private sector for initial response to a high magnitude New Madrid Seismic Zone earthquake.

The All Hazard Branch also maintains the natural disaster assistance program as provided for under federal law. Plans and procedures for providing state and federal assistance to individuals and political subdivisions following a Presidential Disaster Declaration and maintained and updated as required.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility serves daily communications needs for SEMA, the Governor's office, Missouri National Guard armories, and other state agencies as required. The following systems provide wireline or radio communications with local and federal agencies:

- (1) Federal National Warning System (NAWAS)
- (2) Federal National Voice System (FNAVS)
- (3) Federal National Teletypewriter System (FNATS)
- (4) Federal National Radio System (FNARS)
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform, Law Enforcement System Teletype Terminal (MULES)
- (7) Law Enforcement Point-to-Point Radio System
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) State Highway Department Radio System
- (12) Emergency Management Administrative Net
- (13) Radio Amateur Civil Emergency Service
- (14) Citizens Band Radio Service
- (15) Emergency Broadcast System Remote Pickup Unit
- (16) Conservation Commission Radio System
- (17) Communications Recording System
- (18) A telecopier (Fax) to receive pictures and printed documents by a telephone Radio System
- (19) Federal Highway Administration, US Department of Transportation Emergency communications Radio System
- (20) Civil Air Patrol Radio Capability
- (21) Operation SECURE HF radio and teletype system
- (22) Nuclear Power Plant Radio Repeater System at two sites
- (23) Data communications terminals using wireline and radio transmission

Three communications/warning exercises were conducted in FY 85 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season. Another exercise was in nuclear power plant planning, while the third was with the Federal Highway Administration and State Highway and Transportation Department.

MOBILE EMERGENCY OPERATING CENTER SEMA maintains and operates a 14-foot step van as a mobile communications and command center. It has eight radio systems, including a radio repeater with telephone interconnect, and a trailer mounted emergency power generator. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the relocatable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

MAINTENANCE AND SERVICES. In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of State and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable recurring telephone and electrical line changes for alert and warning systems; preventive maintenance, and repair and replacement costs of emergency operating center equipment.

In FY 85, Missouri's 20 participating local subdivisions and SEMA had project applications approved totaling \$37,798 in federal funds which were matched by state and local funds.

WARNING AND COMMUNICATIONS SYSTEMS. This program provides federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

During FY 85, ten participating local subdivisions and SEMA had eight project applications approved for a total of \$64,000 in federal funds. These were matched by local funds in the same amount.

EMERGENCY OPERATING CENTERS. Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protection of property and restoration of government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds to eligible subdivision for allowable costs as architect/engineer fees for design; life support systems, communications equipment for direction and control; electromagnetic pulse protection; and display equipment for operations room.

In FY 85, project applications for five local subdivisions totaling \$217,500 in federal funds were approved by FEMA. This was matched by local funds.

BUDGET. SEMA was appropriated \$167,811.00 from state general revenue funds for the fiscal period July 1, 1984 through June 30, 1985. These funds were matched with funds from the Federal Emergency Management Assistance program as follows:

	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
Personal Services	\$120,517.00	\$120,517.00	\$241,034.00
Expense & Equipment	<u>47,294.00</u>	<u>47,294.00</u>	<u>94,588.00</u>
	\$167,811.00	\$167,811.00	\$335,622.00

Total federal funds disbursed by this agency during the 1985 fiscal year, July 1, 1984, through June 30, 1985, in support of various programs: \$5,757,706.

#### FINANCIAL MANAGER (STATE)

The State Financial Management Office (FIN MGR) manages personnel, equipment, and funds processed through the State of Missouri's financial system for support of the Military Division. Eight full-time state employees are assigned to this office.

State appropriations in FY 85 supported six programs: Office of the Adjutant General Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and State Emergency Duty. The Division's state budget contains detailed fiscal information concerning the manner in which funds were expended.

Financial Management Office (State) areas of responsibility include: the preparation and submission of the Division's state operating budget, the operation of a financial system consistent with generally accepted accounting principles and administrative guidelines established by the State Auditor and Commissioner of Administration; the procurement of supplies and equipment necessary to support State Military operations; the management of the state vehicle fleet; the management and inventory of state property assigned to support the Division, (an estimated value in excess of \$1,229,510) and serves as the personnel office for 293 state employees.

The pay of personnel and the procurement of supplies necessary to support periods of State Active Duty is also a function of the State Financial Management Office. In FY 85, the Missouri National Guard was called to State Active Duty one time to provide assistance to civil authorities. A total of \$48,221 was expended in support of the duty.

The following represents FY 85 state operational appropriations received by account, less fund withholdings. Expenditures from these accounts in support of the Military Division reflect payments made up to and including 31 August 1985:

#### FY 85 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

<u>ADMINISTRATION</u>	<u>APPROPRIATION(1)</u>	<u>EXPENDITURE</u>
Personal Services	\$780,310	\$776,858
Expense & Equipment	178,890	177,946
<u>FIELD SUPPORT</u>		
Personal Services	\$300,065	\$296,784
Expense & Equipment	275,014	274,696
Fuel & Utilities	665,014	592,120

OFFICE OF AIR SEARCH & RESCUE

Expense & Equipment	\$ 7,695	\$ 7,464
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CONTRACT SERVICES

Personal Services (Federal)	\$ 2,151,745(2)	\$ 2,082,643
Personal Services (State)	288,031	286,127
Expense & Equipment	317,906	315,619

<u>ADJ GEN REVOLVING FUND (RF)</u>	\$ 25,000	-0-
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STATE EMERGENCY DUTY

State support payments	<u>\$ 150,000</u>	<u>\$ 48,221</u>
TOTAL	\$ 5,139,670	\$ 4,858,478

(1) Appropriations listed are General Revenue unless noted, and have been adjusted to reflect actual funding available to support military programs after state funding reductions.

(2) State appropriations for federal funds listed in support of Contract Program Personal Services reflect the maximum federal funds that could have been expended to support salaries and fringe benefits of Service Agreement employees had federal funds been available and deposited in the state treasury.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and subordinate units, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; representation of the Adjutant General in third-party proceedings under the Federal Labor-Management Relations Statute; claims officer for claims against and in favor of the U.S. Government; review of contracts, procurement actions, and real property matters involving federal funds, and review of administrative proceedings for legal sufficiency.

#### CONSTRUCTION/FACILITIES

Fifty-nine Missouri communities utilize more than 480 armories, hangars maintenance shops, vehicle storage structures, warehouses and other special purpose buildings constructed and operated through joint federal and state ventures.

The design of a St. Joseph armory and organizational shop (OMS), Kennett armory, and Harrisonville armory and OMS were completed during Fiscal Year 1985 and those facilities will be built during Fiscal Year 1986.

The State approved funds in FY-86 to provide 25 percent matching funds along with 75 percent federal funds for the design and construction of new armories at Boonville, Festus, Lebanon, Aurora, Monnett and an armory addition at Springfield. All are on state owned land.

Additions to armories at Lexington and Jefferson City are presently in the design phase. They will be built totally with federal funds due to their use by the 35th Infantry Division.

Jefferson Barracks, home for four Air National Guard (ANG) and seven Army National Guard (ARNG) units, is located in south St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,263 sq. yds. of roads, 14,300 sq. yds. of paved parking and approximately 10,000 linear feet of security fencing.

Air operations and maintenance agreement funding for FY 85 was \$450,000; including \$130,000 in state funds and \$320,000 in federal funds. Capital improvements funding was approximately \$44,000. Several ANG projects, totaling about \$5 million, are in various states of programming or design. These include major renovations of buildings 1, 28, 29, and the dining hall (280); improvements and an addition for the AGE shop (50); replacement of the vehicle fueling system; alteration and expansion of the vehicle maintenance facility and construction of a mobility equipment storage warehouse. Over \$600,000 in capital improvements funded projects are planned and approved for FY 86.

CAMP CLARK is a state operated training site located on 1,287 acres of land near Nevada, Missouri. It holds 266 buildings which are used by various types of military units. Half the real estate is licensed from the Federal Government, and the remaining half is owned by the state. A significant number of maintenance and repair projects were completed to buildings and utilities during fiscal 1985.

Fort Crowder, near Neosho, Missouri, is an outdoor training site licensed from the federal government. Six buildings are located on 4,613 acres used for specialized National Guard field training exercises. Major projects for Fort Crowder include a comprehensive master plan with supporting documents such as drawings, specifications, and federal funding requests for a proposed \$10 million construction and upgrading of the facility. This would include a new automatic record fire rifle range, a combat pistol range, three company-sized housing units, and other supporting facilities.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of Federally owned land on the south side of Natural Bridge Road, and 23.41 acres of airport land, leased to the federal government by the city of St. Louis, all of which is licensed to the state of Missouri for use by the Missouri Air National Guard. The Real Property consists of seventy two facilities. The facilities include thirty-two buildings (318,086 square feet), 55,683 square yards of aircraft parking apron, and 96,745 square yards of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert is extimated by ANGSC/DEO at \$61 million. Estimated cost of relocated the ANG facilities is \$200 million.

Major projects completed in the past twelve months include: maintain and seal roads, base wide (\$77,800.00), construct canopy environmental support area (\$14,365.00), construct ambulance canopy #131. (\$16,933.00), repair A/C and roof, snack svc, bldg #1 (\$18,865.00), construct paved spike (\$48,000.00) in support of aircraft conversion.

Major projects now in construction phase include: repair by replacement, aircraft parking apron between hangars 1 & 2 (\$315,647.00), construct fire station (\$770 thousand), repair runway supervisory unit (tower) bldg #1 (\$82,772.00).

Major projects 100 percent designed in the past twelve months including estimated construction cost are: Fire Suppression/Alarm System (\$835,700), repair to the aircraft parking apron between hangars 1 & 2 (\$315,647.00), repair RSU (tower) bldg #1 (\$82,772.00), add/alter base warehouse (\$292,000.00) Mobility/Electronic warehouse (\$195,000.00), and the Avionics storage Facility (\$45,000.00).

Total RPM Funds expended during FY85 to support missions presently assigned or programmed and to maintain the established maintenance and repair program necessary to ensure existing facilities are maintained was over \$816 thousand.

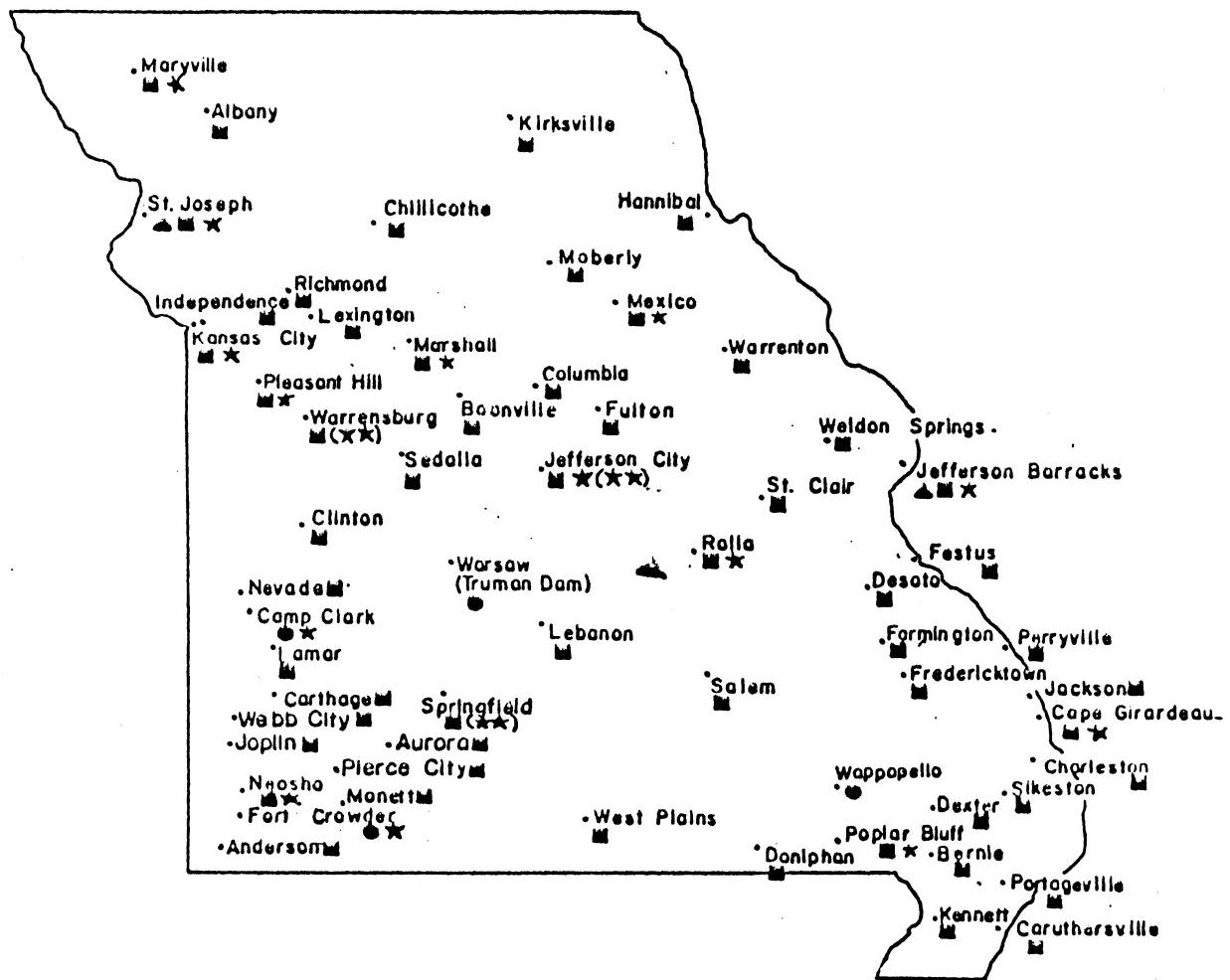
Future construction will include the composite Squadron Operations Facility Buildings 1 & 12 (\$1.7 million), and Munitions Maintenance and Storage Facility (\$1 million). Project booklets have been developed and design instruction received from National Guard Bureau.

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri. (54.15 acres owned by the Department of the Air force, 28 acres leased from the city). Right-of-way easements total 7.58 acres. Two hundred seven (207) acres are leased from the city and the airfield for a Tactical Aerial Drop Zone. Facilities include: 32 buildings (221,649 SF); aviation fuel storage (300,000 gallon capacity); aircraft parking and hangar access taxiways (89,850 SY); electrical distribution system (11,067 LF); and vehicle parking (36,579 SY). Total real property value is \$8,250,000. Future construction will include additions to Squadron Operations (\$1,020,000), Fire Station (\$200,000), Base Supply Warehouse (\$600,000); AGE Shop (\$200,000). Also Motor Vehicle Shop (\$530,000), composite Facility (Clinic/Dining Hall) (\$2,550,000), and A/C Maintenance Shop (\$300,000). All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard government except Operations and Maintenance of the facilities for which the State of Missouri funded \$166,462 in FY 85 and \$812,000 was funded by the Federal Government.

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in Pulaski County, Missouri, in the southwest corner of Fort Leonard Wood. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the state of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (1565 square feet), two observation towers, a helicopter pad (178 square yards), a loading platform, two flag poles, a water well, 35 square yards of sidewalk, and 582 linear feet of security fence. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution. The range is operated by seven full-time personnel and is host to nine units from seven states, flying A-7, A-10, F-4, and A-4 (Marine) aircraft, and UH-1 and Cobra helicopter gunships.

Projects accomplished/materials purchased during the past twelve months include: construction of a fuel station (\$20,000), installation of lighting system - heli pad (\$12,000.00), and materials required in support of an Army training project for the construction of a second strafing pit (\$13,462.00).

## NATIONAL GUARD FACILITIES



## AIR SEARCH AND RESCUE

This office was created within the military division of the executive department, Office of the Adjutant General, by the Missouri Legislature in 1979. The commander of the Civil Air Patrol, Missouri Wing, is the ex officio head of the office.

The Missouri Wing, CAP, is an all-volunteer organization comprised of approximately 525 senior members and 325 cadets assigned to 29 units across the state. Missions performed include search and rescue operations, assistance in national-state-local disasters and similar emergency service activities. Mission assignments are originated by the 5th Army, the 10th Air Force, or the State Emergency Management Agency, and authorized by the Air Force Rescue & Recovery Service located at Scott AFB, Illinois.

Resource capability includes the following:

Communications:

60 HF land stations  
200 VHF FM stations  
223 total stations  
9 ELT DF units  
3 VHF FM repeaters: Kansas City, St. Louis, and Springfield

Aircraft:

4 corporate aircraft  
55 member-owned aircraft

Vehicles: 100

Ground Teams: 20

Pilots: 95

DIVISION OF VETERANS AFFAIRS

The division's third Veterans' Nursing Home opened in Mexico, Missouri, in April. At full capacity it will serve 150 veteran patients.

House Bill 140 was passed and brought state laws up to date and authorized the division to establish and operate state veterans' cemeteries with legislative approval.

Funds were appropriated and approved by the governor for construction of a fourth Veterans' Home in Southeast Missouri.

Fiscal Year 1985 Expenditures Summary

Administration/Service to Veterans	General Revenue	Home Fund
Personal Services	\$819,324	\$ 0
Expenses and Equipment	<u>\$113,716</u>	<u>0</u>
Total	<u>\$933,040</u>	<u>0</u>
 St. James Home		
Personal Services	\$528,870	\$1,505,623
Expense and Equipment	<u>\$ 32,542</u>	<u>\$ 756,109</u>
Total	<u>\$561,412</u>	<u>\$2,261,732</u>
 Mt. Vernon Home		
Personal Services	-0-	\$ 779,795
Expense and Equipment	<u>\$133,220</u>	<u>\$ 502,715</u>
Total	<u>\$133,220</u>	<u>\$1,282,510</u>
 Mexico Home		
Personel Services	\$271,827	-0-
Expense and Equipment	<u>\$ 69,060</u>	<u>\$ 97,535</u>
Total	<u>\$340,887</u>	<u>\$ 97,535</u>
 Division Totals:		
General Revenue		\$1,968,559
Home Fund		<u>\$3,641,777</u>
Total		\$5,610,336

SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all ARNG and ANG full-time support personnel.

Military technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel. AGR-FTM (additive unit support positions), Standard Installation/Division Personnel System (SIDPERS), Decentralized Automated Service Support System (DAS 3), Readiness and Full-Time Recruiting and/or Retention Force (FTRF).

The full-time support personnel are categorized as follows:

	MOARNG	MOANG	
Military Technicians	588	503	= 1091
AGR-C (Converted Positions)		114	= 114
AGR-FTM	333	25	= 358
Active Component (FTM)	7		= 7
AGR-Other (SIDPERS, Readiness, DAS 3, etc.)	57		= 57
FTRF	78	13	= 91
TOTAL	1063	655	1718

The Support Personnel Management Office (SPMO) is composed of four separate sections with responsibilities in the following major areas.

TECHNICIAN MANAGEMENT OFFICE (TMO). The TMO provides civilian personnel administration for assigned Federal Military Technician personnel (both ARNG and ANG) of the Missouri National Guard. It provides the Adjutant General, his staff, managers and supervisors and the SPMO with technical assistance in all areas of technician personnel administration to include funding and manpower allocations; develops and administers technician personnel policies and programs and administers legal, regulatory and procedural controls affecting technician personnel. The TMO is composed of two sections which:

PERSONNEL MANAGEMENT. This section is responsible for implementation and operation of the merit promotion system, employee training and development program, grievances and appeals, classification and appeals, technician recruitment and placement, permanent changes of station allowances, incentive awards program and plans for and implements reduction-in-force procedures when required.

EMPLOYEE SERVICES. Maintains central library of publications relating to technician personnel administration; processes personnel actions and

initiates actions on step increases, performance appraisals, retirements and other actions; advises employees and supervisors of employee benefits such as insurance leave retirement, death and disability; and establishes and maintains personnel records and files for all military technician personnel.

LABOR MANAGEMENT RELATIONS. The primary purpose of the Labor Management Relations Section is to provide comprehensive labor relations services within the state in contract negotiations, contract administration, and administrative proceedings. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and provide advice on developing management proposals and strategies, as well as determining when union proposals may be nonnegotiable under federal laws. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair practice charges and complaints, adverse actions, grievance proceedings and arbitration. The National Association of Government Employees is the exclusive representative for technicians in the bargaining unit, with three locals of the Air National Guard and one local covering Army National Guard technicians throughout the State.

MILITARY DUTY MANAGEMENT. Advises the SPMO, managers and supervisors on regulatory and procedural requirements affecting ARNG and ANG military duty personnel. Develops and implements programs, plans and procedures to support the Military Duty Program in areas such as recruitment, eligibility requirements, career management, performance management, incentive awards, position management, benefits and entitlements, education and training, separations, appointments and processing procedures, transfers, manpower management and strength accountability. Overall manning of the Active Guard Reserve Program increased by 169 for the Army National Guard and 27 for the Air National Guard for a total strength increase of 196 since the 1983-84 report.

EQUAL EMPLOYMENT OPPORTUNITY. This office is responsible for the plans and programs for full-time personnel in areas of Equal Opportunity, Affirmative Action, Discrimination Investigations, and EEO Training Programs to include Sexual Harassment. During the year the EEO Section maintained its relationship with minority schools, public and private groups, and clubs and organizations to exchange ideas, solicit assistance, and communicate the National Guard's Equal Opportunity policy and objectives. Through those contacts we established outside sources for job applications to assist in the elimination of under-representation of minorities and females.

#### THE UNITED STATES PROPERTY AND FISCAL OFFICER

The Office of the United States Property and Fiscal Officer (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all Federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard (ARNG) operational budget of over \$68 million dollars, maintains an ARNG equipment inventory valued in excess of \$170 million dollars, and an Air National Guard (ANG) operational budget of over \$39 million dollars.

Management of the Army resources is accomplished through five operating entities; Logistics, Comptroller, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard is accomplished by an Assistant USPFO, at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG Units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 100 Technicians and two National Guard members on active duty (AGR).

The cost of maintaining the Missouri Army National Guard has increased with time. For example, cost of personnel requirements has increased from \$46,400,000 in 1984 to \$48,000,000 in 1985. The total budget allocated for support of the Missouri National Guard increased from \$101,000,000 in 1984 to \$107,000,000 in 1985, a gain of over \$6,000,000.

Additional controls have been placed in the Military Pay Branch of the Comptroller Division to improve inactive duty training pay service. Increased emphasis has been placed on incapacitation payments, bonus payments, and debt collections, as well as Annual Training pay for short tours of active duty.

Even though an Analysis and Internal Review System was in being, the program continues to be enhanced. Emphasis has been placed on areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside audit agencies such as Defense Audit Services (DAS), Government Accounting Office (GAO), as well as the U.S. Army Audit Agency (USAAA).

An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel, and will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

Logistical support of the Army National Guard continues, with increased emphasis being placed on management of excesses and updating equipment to enhance readiness. Highlights of logistical support including: replacement of 300 older trucks which will provide greater and more advanced mobility; 36 M198 Howitzers, 21 new scrapers, and 29 loaders.

Listed below are Federal expenditures for Army National Guard Pay and Allowances, and Salaries by location in Missouri, during Fiscal Year 1985.

<u>LOCATION</u>	<u>ANNUAL TRAINING</u>	<u>ARMORY TRAINING</u>	<u>TECHNICIANS &amp; AGR SALARIES</u>	<u>TOTAL PAID</u>
Kansas City	\$384,008	\$1,513,262	\$1,999,647	\$ 3,896,917
Jefferson City	929,687	5,326,044	7,098,161	13,353,892
Jefferson Barracks	572,764	1,633,096	1,619,181	3,825,041
Springfield	160,965	955,327	2,902,532	4,018,824
St. Joseph	125,638	385,241	418,837	927,716
Cape Girardeau	206,707	541,816	884,898	1,633,421
Nevada	806,353	447,682	420,626	1,674,661
Marshall	59,000	154,580	149,719	363,299
Weldon Springs	78,888	106,524	271,801	457,213
Warrensburg	170,859	697,603	1,119,317	1,987,779
Lexington	67,330	202,586	120,293	390,209
Clinton	50,053	173,164	97,129	320,346
Sedalia	117,452	285,002	318,130	720,584
Independence	45,944	133,308	96,234	275,486
Boonville	17,182	84,436	24,058	125,676
Lamar	36,868	115,145	120,293	272,306
Pleasant Hill	61,901	349,584	171,094	582,579
Albany	74,055	205,824	73,070	352,949
Chillicothe	62,792	183,183	97,129	343,104
Richmond	51,525	131,439	73,965	256,929
Maryville	84,596	223,259	243,259	551,114
Aurora	55,330	207,057	97,129	359,516
Anderson	36,956	125,427	73,070	235,453
Neosho	34,554	117,272	323,497	475,323
Carthage	81,556	258,789	121,187	461,532
Monett	97,997	177,630	73,073	348,700
Pierce City	65,121	144,519	49,011	258,651
Webb City	31,019	135,473	73,070	239,562
Joplin	157,236	381,121	318,130	856,578
Lebanon	85,195	143,150	24,953	253,298
Rolla	86,112	260,961	294,966	642,039
St. Clair	72,710	265,802	98,023	436,535
Salem	48,334	138,024	49,011	235,369
West Plains	40,094	121,791	73,070	234,955
Kirksville	56,823	150,102	24,058	230,983
Mexico	38,483	101,962	222,790	363,235
Columbia	108,980	234,593	221,000	564,573

<u>LOCATION</u>	<u>ANNUAL TRAINING</u>	<u>ARMORY TRAINING</u>	<u>TECHNICIANS &amp; AGR SALARIES</u>	<u>TOTAL PAID</u>
Fulton	45,260	144,127	268,223	457,610
Moberly	49,564	175,747	97,129	322,400
Hannibal	87,236	236,889	121,187	445,312
Warrenton	70,544	230,757	97,129	398,430
Festus	44,357	147,767	73,070	265,194
Desoto	57,006	181,469	24,058	262,533
Jackson	39,054	112,058	73,070	224,182
Charleston	26,480	81,056	48,117	155,653
Perryville	49,412	138,963	72,175	260,550
Fredicktown	24,734	90,579	49,011	164,324
Sikeston	40,248	110,805	73,070	224,123
Portegville	29,454	99,585	72,175	201,214
Farmington	72,361	229,098	121,177	422,636
Dextar	54,627	166,440	145,246	366,313
Kennett	34,180	93,469	96,234	223,883
Caruthersville	25,533	89,514	73,070	188,117
Doniphan	27,766	96,865	24,953	149,584
Poplar Bluff	115,475	386,576	197,836	699,887
Bernnie	42,242	162,922	49,011	254,175

\$48,214,507

## STATE AWARDS

MERITORIOUS SERVICE MEDAL. This medal is the highest honor awarded by the State of Missouri. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL. The second highest honor awarded by the state. It may be awarded to Guardmembers and civilians.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON. It is authorized to provide tangible evidence of public recognition for highly commendable service. The act or achievement must be such that it clearly places the candidate above his peer. A bronze oak-leaf cluster will be presented for second or succeeding awards of the Ribbon. A silver oak-leaf cluster may be worn in lieu of five bronze oak-leaf clusters.

NATIONAL GUARD OF THE UNITED STATES SERVICE RIBBON. This ribbon with clasp has been awarded to those persons ordered to active duty with the Armed Forces of the United States during the period 1 September 1961 through 31 August 1962.

STATE EMERGENCY DUTY SERVICE RIBBON. Awarded to members of the MONG ordered to State active duty in time of emergency by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities and for the aid and relief of civilians in disaster. This award shall apply to State service rendered on or after 1 January 1986. A silver star attachment may be worn in lieu of five bronze stars.

CERTIFICATE OF APPRECIATION. For presentation to MONG members who should be recognized upon separation from the Guard but who do not qualify for presentation of a higher award.

CERTIFICATE OF SERVICE. This certificate, designed by the National Guard bureau, is for issue to individuals upon their retirement or transfer from the Army or Air National Guard in recognition of more than 20 years of honorable or faithful service in the Armed Forces of the United States at least ten of which were in the Army or Air National Guard.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years). Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE RIBBONS. Awarded to persons of the MONG who have served honorably for at least ten years in the MONG. This service does not have to be continuous and service rendered in any of the Armed Forces of the United States as a result of, or in connection with, membership in the MONG shall be considered as a part of such service. A Hawthorn Cluster, to conform to the official floral emblem of the state, to be worn on the ribbon shall be awarded as follows: a bronze cluster for 25 years service, a silver cluster for 30 years service, and a gold cluster for 35 or more years service.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE. The Ribbon and Certificate are designed to recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and award of a primary MOS/AFSC.

CERTIFICATE OF MERIT, MILITARY. This certificate is to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

CERTIFICATE OF MERIT, CIVILIAN. To recognize the contributions made to the MONG by individual citizens, groups of citizens, organizations, companies, corporations, or other industrial related groups. this also includes community support of a local unit and public service support by a local industry.

#### MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by chapter 41, Revised Statutes of Missouri.

## G1 DIVISION

The G1 Division is comprised of the Military Personnel Branch (Officer and Enlisted), Recruiting and Retention Branch, Administrative Services Branch, SIDPERS Branch, Records and Archives Branch, Publications Branch, Reproduction Section, Mail Distribution System, and Orders Section.

Military Personnel Branch. This branch is responsible for administration and management of personnel assigned to the MOARNG, and keeps the Adjutant General informed on matters pertaining to military personnel management. Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code, National Guard Regulations, and Department of the Army Regulations. This branch supervises and administers personnel actions including enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintenance of personnel records of MOARNG personnel. A roster of military personnel record files is maintained to include complete records of service for enlisted and officer personnel.

### MOARNG STRENGTH 30 JUNE 1985

	<u>Authorized</u>	<u>Assigned</u>		
		<u>Male</u>	<u>Female</u>	<u>TOTAL</u>
Officer	711	687	30	717
Warrant Officer	256	227	2	229
Enlisted	<u>8299</u>	<u>7565</u>	<u>368</u>	<u>7933</u>
TOTAL	9266	8479	400	8879

All officers and enlisted personnel are trained to be combat ready for mobilization with the active Army. They are assigned to the following branches:

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Staff Specialist
Dental Corps	Transportation Corps
Field Artillery	

Officer Branch. The Officer Branch is responsible for officer personnel actions, maintenance of personnel files, and the Officer Personnel Management System. During this reporting period there were 120 officer/warrant officer appointments and 73 separations.

Enlisted Branch. The Enlisted Branch is responsible for enlisted personnel actions, maintenance of personnel files, enlisted casualty reports, Command Sergeant Major programs, enlisted qualitative retention program, processing requests for Initial Active Duty Training, preparation of an annual report of screening, and preparation of training and readiness status and unsatisfactory participation reports. During the period of this report this branch processed 2039 enlistments; 1215 extensions of enlistments; 1272 losses; and ordered 680 non-prior service enlistees to active duty for training in a Federal status.

The enlisted branch manages the Army National Guard's Selected Reserve Incentive Program designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives. The Army National Guard is authorized to pay five types of incentives to qualified individuals: a cash enlistment bonus and educational assistance bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the Student Loan Repayment Program for current and former college students that repays up to \$1,500 per year plus interest of a member's outstanding guaranteed loans for a six year enlistment or reenlistment in the Guard. Listed below are the incentives and the number of enrollees from 1 July 1984 to 30 June 1985.

Enlistment Bonus	432
Educational Assistance	95
Retention (Three Year)	98
Retention (Six Years)	321
Affiliation	31
SLRP	424

#### RECRUITING AND RETENTION BRANCH

The Recruiting and Retention Branch was organized in August 1973. The Recruiting and Retention Manager (RRM) is in charge of the daily operations.

The RRM is principal adviser to the Adjutant General on recruiting and retention matters, to include administering programs as specified by the Department of the Army, the National Guard Bureau, and the Adjutant General. He is also responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs.

He supervises over 73 full time employees and three part time Guard unit members.

In order to accomplish his primary mission he is tasked with subordinate functions: budget funding; result trends; forecasting; statistical analysis; cost analysis; management analysis; research and market analysis; program

evaluations; establishment of goals and objectives; long range planning; advertising; training; awards to include referral Awards Program; applicant processing; special events; and dealing with active armed forces counterparts.

During this year the authorized strength increased from 8920 to 9266 personnel. The current assigned strength as of June 30, 1985 was 8879 personnel (96 percent authorized).

With a continuing well rounded recruiting program, and the implementation of a positive retention program, the strength of the MOARNG is expected to exceed 100 percent by 31 December 1986.

#### RECORDS AND ARCHIVES BRANCH

The Records and Archives Branch is responsible for the compilation and maintenance of military records of Missouri veterans dating from the War of 1812 including records for which service verification cannot be obtained from any other source. Proof of a veteran's service may be obtained either by the veteran or lineal descendant without charge, as outlined in section 41.170 of Missouri's Revised Statutes.

Restraints placed upon the Branch, by the Secretary of State's Records Management, to retain records in the current files area for two years prior to submitting for microfilming continued in effect. This additional storage requirement put a strain on the available file capacity and necessitated the acquisition of six file cabinets as a temporary solution.

During fiscal year 1985, we continued to provide service to those seeking genealogical data on an ancestor; furnished service verification for veterans whose records were reported as destroyed in the Records Center fire in St. Louis in 1973; addressed a number of Genealogical Societies throughout the state on the value of our holdings in research; ameliorated the archival holdings by the addition of various record donations; furnished military record verification in response to requests from other governmental agencies, and provided support services to current National Guard members in the areas of awards, retirement eligibility, survivor annuities, and prior service verification.

#### STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM INTERFACE BRANCH (G1-SIB)

G-1 SIB is an integral part of the G1 Division and has the task of implementing and operating the Standard Installation/Division Personnel System (SIDPERS). SIDPERS is an automated personnel system which contains basic personnel data on each individual guard member. Organizational data is maintained on each Missouri Army National Guard unit.

G1-SIB consists of three sections: SIB Headquarters, Input/Output Section, and Files Management Section. A total of nine personnel are employed in the SIB.

SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Input/Output Section receives, processes and accounts for incoming personnel transactions, and provides administrative support for the SIB. The File Management Section is responsible for maintenance of the automated files. Of primary importance is the quality assurance process, conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section.

SIDPERS provides personnel data to all echelons where it is used in personnel management, mobilization planning, budgeting and, most importantly, payment to individual guardmembers.

G1-SIB processes over 30,000 individual personnel transactions per year. SIDPERS is the largest single system currently in operation on the Missouri Army National Guard main computer.

In addition to SIDPERS, G1-SIB operates and administers the Drill Attendance Monitoring Procedures and Report (DAMPRE). This system combines personnel, pay and training data to provide data on individual drill performance. Also, G1-SIB administers the Continental Army Management Information System (CAMIS) which is an army-wide computer driven system designed to support mobilization.

#### PUBLICATIONS BRANCH

The Publications Branch is responsible for the requisitioning, receipt, storage and issue of blank forms required for operation of the Missouri National Guard. Request for the distribution of required regulations are edited and approved for both initial distribution and resupply by the publications branch. Subscription forms are monitored to provide the required publications automatically, eliminating the need for resupply each time a new publication is published.

Seven new pinpoint accounts were established this year making a total of 66 accounts currently maintained by the publications branch.

Other responsibilities of the publications branch include:

- a. Supervision of the mail room and personnel.
- b. Providing guidance and assistance to units in obtaining blank forms and regulation for mobilization requirements.

COMMANDERS, MISSOURI ARMY NATIONAL GUARD FOR FISCAL YEAR 1984-1985

HQ, STARC

Detachment Commander  
135th Military History Det  
Camp Clark Tng Site, HQ, STARC

MG CHARLES M. KIEFNER  
MAJ PAUL C. MARTIN  
CPT ANTONIO F. HOLLAND  
LTC GREGORY ESKIJIAN

AVCRAD (1107th) (-Det 1)

Det 1, AVCRAD (1107th)

COL BILLY W. HAWKINS  
MAJ DALTON C. WRIGHT

HHD, 142d Trans Bn

Detachment Commander  
1106th Trans Co (-Det 1)  
Det 1, 1106th Trans Co  
1107th Medical Det  
Co D, 38th Avn Bn (AH)  
135th Army Band

LTC MICHAEL G. FIELDS  
CPT JOHN W. SALCHOW  
MAJ MICHAEL B. PACE  
MAJ JERRY M. MILBY  
LTC JOHN W. GOODWIN  
MAJ MICHAEL A. SCHUSTER  
CW2 EDWARD L. ROGERS II

TROOP COMMAND, HQ, STARC

Detachment Commander  
135th Sta Hosp

LTC RONALD A. HOPPES  
CPT WARREN M. KUHN  
COL GEORGE J. PIERRON

35th Rear Area Operations Center

Detachment Commander  
4175th MP Det

LTC ERNEST L. HELMAN  
CPT THOMAS E. BYLAND  
MAJ JOHN C. HOLSTEIN

HHD, 175th MP Bn

Detachment Commander  
1175th MP Co (-Det 1)  
Det 1, 1175th MP Co  
2175th MP Co  
3175th MP Co

LTC LARRY D. STACY  
2LT STEPHEN A. WOODERSOM  
CPT WILLIAM P. JOHNSON  
1LT THOMAS R. PEAK  
1LT GARY M. MOHR  
CPT BRUCE T. CLEMONDS, JR.

HHD, 204th MP Bn

Detachment Commander  
1136th MP Co  
1137th MP Co (-Det 1)  
Det 1, 1137th MP Co  
1138th MP Co  
Det 1, 1138th MP Co

LTC GREGORY A. SMITH  
CPT MICHAEL E. BACH  
CPT RICHARD L. REHMEIER  
CPT DAVID A. LEWIS  
2LT BILLY D. DAVIS  
CPT THOMAS E. JENKINS  
2LT RICKY K. ADAMS

HHD, 205th MP Bn

Detachment Commander  
1139th MP Co  
1140th MP Co  
1141st MP Co

MAJ ARNOLD A. SANDBOTHE  
2LT JOHN L. WRIGHT  
CPT HORST A. GOLDSCHMIDT  
CPT BRUCE A. KEELER  
CPT KEVIN A. HOFFMAN

HHD, 205th Med Bn

Detachment Commander  
865th Med Co (-Det 1)  
Det 1, 865th Med Co  
867th Med Det (Air Amb)  
868th Med Det (Air Amb)  
70th PA Det

MAJ TOM LONG  
CPT SANDRA J. BARY  
CPT SCOTT N. MCWILLIAMS  
2LT JAMES D. BELLAMY  
MAJ DAVID D. GRAYDON  
MAJ ROBERT E. BUXTON  
MAJ WAYNE A. NORTON

HHC, 35th Engr Bde

Company Commander

BG WAYLEN E. JOBE  
CPT STANLEY V. TIEFENBRUN, JR.

HHC, 203d Engr Bn

Company commander  
Co A (-Det 1)  
Det 1, Co A, 203d Engr Bn  
Co B, 203d Engr Bn  
Co C (-Det 1) 203d Engr Bn  
Det 1, Co C, 203d Engr Bn  
Co D (-Det 1) 203d Engr Bn  
Det 1, Co D, 203d Engr Bn

LTC ANDREW J. HAGER, JR.  
CPT DONALD E. COPELAND  
1LT JOE M. SIMMONS, JR.  
1LT MICHAEL D. JOHNSON  
CPT MICHAEL A. BAYLESS  
CPT CLARENCE J. LONG  
2LT THOMAS D. HOTTINGER  
1LT GALEN G. CARTER  
NONE

HHD, 880th Engr Bn

Detachment commander  
220th Engr Co (-Det 1)  
Det 1, 220th Engr Co  
235th Engr Det  
1438th Engr Co  
117th Engr Det  
118th Engr Det

LTC DONALD R. SIEVERS  
LTC DONALD R. SIEVERS  
CPT NORMAN D. CARLEVILLE, JR.  
2LT RICHARD K. BETTS  
CPT FREDERICK J. WEST  
CPT PAUL G. MONDA  
NONE  
NONE

HHC (-Det 1) 135th Engr Gp

Company Commander  
Det 1, HHC, 135th Engr Gp

COL ROBERT A. HARRIS  
CPT LESLIE L. SPRADLING JR.  
MAJ EUGENE D. SIZEMORE, JR.

HHC, 110th Engr Bn

Company commander  
Co A, 110th Engr Bn  
Co B, 110th Engr Bn  
Co C, 110th Engr Bn  
Co D, 110th Engr Bn

LTC JOHN R. HOLMAN  
CPT CHESTER L. WHITE  
CPT JOHN L. SWARTS  
CPT REX W. CANTLIN  
CPT RICHARD C. CROSBY  
CPT JACK R. WILLIAMS

HHC, 1138th Engr Bn

Company Commander  
Co A, 1138th Engr Bn  
Co B, 1138th Engr Bn  
Co C, 1138th Engr Bn  
Co D, 1138th Engr Bn

LTC RONALD W. WEISKOPF  
CPT JAMES E. HOUSE II  
CPT DONALD G. KIRBY  
CPT WILLIE E. SMITH  
CPT BRETT L. HANKE  
1LT ROBERT D. BUSKMASTER

<u>HHC, 1140th Engr Bn</u>	LTC DAVID R. MOLL
Company Commander	CPT STEPHEN L. MATTHEWS
Co A (-Det 1) 1140th Engr Bn	1LT THOMAS P. BERKBIGLER
Det 1, Co A, 1140th Engr Bn	
Co B (-Det 1) 1140th Engr Bn	CPT DENNIS C. RABOLD
Det 1, Co B, 1140th Engr Bn	
Co C (-Det 1) 1140th Engr Bn	CPT KING E. SIDWELL
Det 1, Co C, 1140th Engr Bn	2LT RONALD SEABAUGH
Co D, 1140th Engr Bn	1LT LEE D. ROBINSON
<u>HHB, 135th FA Bde</u>	COL DUANE M. NORMAN
Battery Commander	CPT STEVEN M. CALLIS
<u>HHB, 1st Bn 128th FA</u>	LTC WILLIAM E. STUCKER, JR.
Battery Commander	1LT WILLIAM B. CARTER
Svc Btry	CPT STANLEY E. CROW
Btry A	CPT ROBERT J. BETKER
Btry B	CPT THOMAS E. O'DONNELL II
Btry C	CPT JAMES C. KESTERSON, JR.
<u>HHB, 1st Bn 129th FA</u>	MAJ DEMPSEY D. GOTTSCHALK
Battery Commander	1LT JOHN D. MAIS
Svc Btry	CPT KENNETH P. MILLSAP
Btry A	1LT MICHAEL A. MULLOY
Btry B	1LT MARCUS L. REDFORD
Btry D	CPT GEORGE W. WILSON
<u>HHC, 135th Sig Bn, 35 ID</u>	LTC RAYMOND E. SMITH
Company Commander	1LT KEVIN A. SCHULTE
Co C (-Det 1) 135th Sig Bn, 35 ID	CPT RANDALL E. SANDS
Det 1, Co C, 135th Sig Bn, 35 ID	NONE
204th Gen Sup Co	CPT GARY L. JONES
<u>HHD, 735th Maint Bn</u>	LTC CHARLES L. BOWMAN
Detachment Commander	CPT GEORGE T. HASLER
1035th Maint Co (-Det 1)	CPT WILLIAM B. PEARRE
Det 1, 1035th Maint Co	1LT MARK A. ELY
206th Maint Co (-Det 1)	1LT JOHN T. HARMON
Det 1, 206th Maint Co	1LT GLENN R. MCFARLAND
1221st Trans Co (-Det 1)	1LT DENNIS J. GANNON
Det 1, 1221st Trans Co	1LT DENNIS J. GANNON
<u>HHC/MMC (-Det 1) 35th Spt Cmd, 35 ID</u>	COL DALE L. STRANNIGAN
Det 1, HHC/MMC 35th Spt Cmd, 35 ID	LTC ALLEN L. STARK
Company Commander	1LT DWIGHT J. HUDSPETH
<u>HHD, 4th CS Bn (Main) 35th DISCOM</u>	LTC CHARLES E. KRUSE
Detachment Commander	CPT THADIOUS S. SHELLY

ARMY AVIATION ELEMENTS

Jefferson City, MO

Whiteman AFB, MO

Springfield, MO

MO AVCRAD (Shop)

COL WILLARD L. BEAN

MAJ WARREN E. NORRIS

LTC BOBBY A. PIERCALL

LTC MICHAEL G. FIELDS

LTC ED C. GRUETZEMACHER

### G3 DIVISION

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, mobilization, security, contingency planning, and military support to civil authorities within the MOARNG. Specific functions are as follow:

ORGANIZATION: The MOARNG is organized into 76 units that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 22 organizational headquarters and 54 other unit (19 of these units are split into 38 part units). This totals 95 units serving in 56 Missouri cities, towns, and communities. The organizational sturcture and unit locations are depicted on the next page.

### TRAINING

All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the DA as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by DA Regulation, Army Training and Eavaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for the training supervision and evaluation of MOARNG units with a Federal mobilization mission. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guardmembers must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our Guardmembers are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds for resident schooling available through the National Guard Bureau (NGB) during FY 85 exceeded \$2,100,000. Missouri Guard personnel attended various Army Service Schools during FY 85, ranging from one week to 12 months. The total operations and training budget for the MOARNG for FY 85 was \$11,260,200.

A Unit Status Report is submitted by units to this office and subsequently to National Guard Bureau and the Joint Chief's of Staff (JCS) on a quarterly basis. This report describes the total combat readiness posture of each unit. It is used by NGB and DA to make command decisions.

The FORSCOM directed affiliation program, which affects two engineer battalions and five separate companies of the state, provides limited funding for those units, and establishes a working relationship with like units of the active Army. This program is administered by the training section, and generally consists of mutual training coordination and support.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide military occupational specialty (MOS) training not always available to a unit, as well as assist the local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP): This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the SQT into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers. This program has been expanded to include Military Occupational Skills (MOS) training for selected individuals and should result in increased individual qualification.

MARKSMANSHIP TRAINING MANAGEMENT: The focus of the Marksmanship Program continues to be toward unit marksmanship and weapons training. Emphasis by SARTS (Small Army Readiness Training Section) has been on competitive programs with the individual soldier's training and participation at the unit level emphasized to produce the future competitor.

By using the medium of competition as a training vehicle, one of the basic skills vital to any soldier can be enhanced, as well as the in-depth development of skillful competitive shooters whose expertise can be returned to the unit in the form of training to the less skilled soldiers.

The increased utilization of ranges at Fort Leonard Wood and the increased participation of Air National Guard personnel in state competitions are goals already achieved. Overall, participation in all the indoor and outdoor marksmanship programs have steadily increased. Since the establishment of a Biathlon Team, its existence has continued to be a part of the program.

Tentative plans are in progress for the introduction of the Infantry Trophy Match for the M-60 machine gun during the Winston P. Wilson Matches in 1986.

TRAINING AMMUNITION MANAGEMENT: Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management System (TAMS) for use by National Guard units. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and

subauthorizing to major subordinate commands; process and validate unit level ammunition forecasts for accuracy and enter data into computer in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorizations necessitated by changes in training, missions, priorities, training sites and times. The TAMS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

Critical shortage exist in the following areas:

- a. 7.62 mm blank for M-60 machine gun
- b. 7.62 mm ball for M-60 machine gun
- c. Smoke grenades, all colors
- d. LAW practice rounds (light anti-tank rockets)
- e. Illumination rounds for 40 mm grenade launcher and hand held
- f. A few items in the demolition area

#### PLANS, OPERATIONS AND MILITARY SUPPORT

This section supervises and coordinates all matters pertaining to physical security of armories and storage facilities, conducts inspections of armories and arms vaults, and provides guidance to units on physical security procedures.

It develops plans for potential civil disturbances, prison, nuclear power plant, and other natural disaster state emergencies, and Plans and conducts civil disturbance training for junior leaders of the Missouri National Guard.

It coordinates military personnel and equipment in support of military assistance to local authorities when the Governor declares an emergency. The Military Support section was operationally employed during 1 July 1984 to 30 June 1985 for the following state emergency:

<u>LOCATION</u>	<u>DATE</u>	<u>MANDAYS</u>	<u>ACTIVITY</u>
Branson, MO	16-22 Apr 85	280	Manhunt

Plans are developed to permit efficient preparation and implementation of a mobilization order and to support civil authorities in the reconstitution of the state following a nuclear attack. The plan coordinates the support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintaining current contingency plans requires continuous liaison with the active military services, their reserve components and the civil authorities of the State, county, and local political subdivisions. The plans are conceived, propagated, exercised, tested and revised as appropriate. This is necessary to ensure the plans are realistic and current.

The section is also responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

To maintain an operationally responsive force capable of performing the wide variety of missions that could be assigned, the section provides many special emphasis training programs, briefings, and seminars.

This section is additionally responsible for the Telecommunications Security Program (COMSEC). This program deals with both hardware and software encoding and decoding equipment, and the associated administration and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Additional missions are to supervise the implementation of the Physical Security Programs and to make the appropriate inspection of MOARNG units. To further increase the responsiveness and operational capability of the Missouri Military Forces, the section supervises the functioning of a statewide radio network, linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

#### MILITARY ACADEMY

A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception the OCS has graduated 706 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course, with augmentations of the program of instruction by Office of the Adjutant General of Missouri. The program for Missouri Army National Guard OCS closely parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The state Military Academy conducts various courses for Noncommissioned Officer (NCOs). This includes a senior course for enlisted members in grades E8 and E9; First Sergeant Course; advanced course for the E6-E7 level; and Primary Leadership Development Course for E4-E5 soldiers. The NCO School Program of Instruction (POI) is prescribed by the U.S. Army Training and Doctrine Command (TRADOC). During TY 84 a total of 734 NOC's graduated from these courses. Approximately 650 are scheduled for attendance during TY 85.

The Military Academy conducts a special "First Sergeant's Course" and is the focal point for the NCO Development Program, an informal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for various other leadership-oriented courses including a "Unit Commanders Course" for company level commanders offered on an annual basis.

The Academy is also involved in training management workshops (BTMS Sustainment Program) conducted throughout the state. The Academy also conducts a 21-hour "Pre-OCS training" program for applicants to the Fort Benning USA OCS.

## STATE MAINTENANCE OFFICE

Organizational, direct and limited general support maintenance is performed on all surface equipment issued to the MOARNG at 15 facilities. There are 168 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS) and one Combined Support Maintenance Shop (CSMS):

Troop Command OMS . . . . .	Raytown
1138th Engineer Battalion OMS . . . . .	St. Charles
1140th Engineer Battalion OMS . . . . .	Cape Girardeau
4th CS Bn (Main) 35th DISCOM OMS . . . . .	Poplar Bluff
1438th Engineer Company OMS . . . . .	Rolla
135th Signal Battalion OMS . . . . .	St. Joseph
35th Support Command OMS . . . . .	Marshall
Svc Btry, 1st Bn, 128th Field Artillery OMS . .	Mexico
1035th Maintenance Company OMS . . . . .	Jefferson City
35th Engineer Brigade OMS . . . . .	Jefferson Barracks
1106th Transportation Company OMS . . . . .	Springfield
1139th Military Police Company OMS . . . . .	Pleasant Hill
204th General Supply Company OMS/Unit Training	
Equipment Site . . . . .	Nevada
203d Engineer Battalion OMS . . . . .	Neosho
Combined Support Maintenance Shop . . . . .	Jefferson City

The OMSs provide backup organizational maintenance beyond the capability of using units. They maintain units' combat load of repair parts and provide organizational mechanics. They also serve as concentration points for equipment to be sent back to higher category maintenance facilities. These shops have 105 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units. This shop has 63 technicians on board.

## COMBINED SUPPORT MAINTENANCE SHOP

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support (DS) and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair.

Specific missions of the CSMS include:

1. Repair and return to using units or stock all items of ordnance, engineer, signal, chemical, quartermaster and transportation equipment which requires support maintenance.
2. Provide calibration service for test, measurement and diagnostic equipment.
3. Provide technical assistance and instructional teams to units.

During FY 85 the CSMS performed a total of 3,799 maintenance jobs on various types of equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Sepcial events during FY 85 in the maintenance area:

1. Operational Readiness of MOARNG equipment during FY 85 averaged 89.58%.
2. \$480,000 was expended on Full Time Training Duty for maintenance training throughout the state. Approximately 9,600 mandays were used for the training.

#### SAFETY BRANCH

The Safety Branch is administered by the Safety and Occupational Health Manager and directs the general safety and health program for all activities of the Missouri Army National Guard, except aviation safety. The mission of the branch is to reduce the number of personal injury and property damage accidents and to ensure all employees of the Missouri Army National Guard are provided with a safe and healthful work place.

A continuing program to reduce the personal injuries caused by lifting and falling was started this year. Safety bulletins and special emphasis programs were distributed to all ARNG units. The programs for reduction of heat injuries and hearing conservation were continued, and both of these programs were successful, based on observation of work practices and lowered heat injury cases.

Increased training in safety has proven to be a key in lowering accident rates. A special school on the fundamentals of accident prevention was held in April 1985. Fifty Safety Officers were trained in basic safety subjects. This course was the first of its kind in the Army National Guard. A special school for members of the 35th Engineer Brigade was also held, using the same format as the April school.

The Missouri Army National Guard continues to support the wear of seat belts. By order of the Adjutant General, all personnel operating automobiles and equipment that are equipped with seat belts and shoulder restraints will wear the equipment while operating the vehicle. This directive preceded recent changes to state law.

A medical monitoring program for selected personnel was fully implemented this fiscal year. An occupational health nurse was employed to administer this program. Workplace surveys for hazardous materials have been made, audiometric examinations are being conducted and pulmonary function tests have been done. Selected personnel who work in hazardous environments are now fully protected by medical checks, personal protective equipment, and training.

The overall accident rate for FY 85 was slightly lower than in FY 84. This is especially noteworthy since over 3500 of our personnel trained in very hazardous conditions in the Blazing Trails exercise in Panama. It is evident that the commanders and supervisors of all our National Guard units are supporters of the Safety Program.

#### SENIOR ARMY ADVISERS OFFICE

United States Army personnel are assigned as advisers to the MOARNG under provisions of federal laws.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the Active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and materiel resources.

The staff of the Senior Army Adviser is 11 officers, nine noncommissioned officers, and one Department of the Army civilian.

#### ENLISTED MILITARY PERSONNEL ADVISER

The individual serves as the Senior Enlisted Adviser for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of the MOARNG personnel.

## MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Aviation Classification and Repair Activity Depot (AVCRAD) located on the Springfield Regional Airport in Springfield Missouri has a multistate aviation mission and maintains the National Guard aircraft for a fourteen state area. The support area consists of the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas and Wisconsin. The AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot support maintenance for 693 aircraft. Additional project work includes Configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by Mobile Teams, direct exchange of aircraft intensively managed items and management of quality control applications of civilian contracts performed on ARNG aircraft.

The AVCRAD was established in September 1961 to ensure a mobilization ready unit, well trained in aviation maintenance. The shop's workload was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are only four AVCRAD units in the nation, located in Groton, Connecticut, Fresno, California, Gulfport, Mississippi, and Springfield, Missouri. Together the four AVCRAD's have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. AVCRAD is organized under a separate table of distribution and allowances in order to have all AVCRAD Technicians as members of the same Missouri National Guard unit for the purpose of mobilization. Upon mobilization, the AVCRAD would have a high priority with an outside continental United States mission.

The production completed at AVCRAD during Fiscal Year 1985 consisted of 200 general support aircraft repairs, 5,400 components repaired and 84 workorders were accomplished by Mobile Maintenance Teams throughout the fourteen state support area. Funding for aircraft parts, tools, and travel to include cost of the direct exchange Program and the consolidated intensively managed items exceeds fifteen million dollars annually. Cost of inventory at AVCRAD is estimated at 2.5 million, not including cost of aircraft. All funding for AVCRAD operations are federal funds.

In addition to maintenance support of all Army National Guard aircraft in the midwestern United States, the MO-AVCRAD is tasked by the National Guard Bureau with nationwide support in the following areas:

a. A Modular Engine Test Stand (METS) is operated by MO-AVCRAD. The METS system has been operational since 1980. During 1985, forty-two turbine aircraft engines were test run on the METS. Aircraft engines are a condition

change component and when performance of an engine deteriorates, the MO-AVCRAD authorizes removal of the engine. The engine is then shipped to the AVCRAD for repair and testing by the METS. During 1985, fifty-two premature engine removal requests were authorized and a total of over 100 engine repairs were completed. The METS is one of six manufactured and purchased by the Army and the only one issued to the ARNG. The METS program titled "ARNG Consolidated Turbine Engine Repair Program" has proven to be very cost effective.

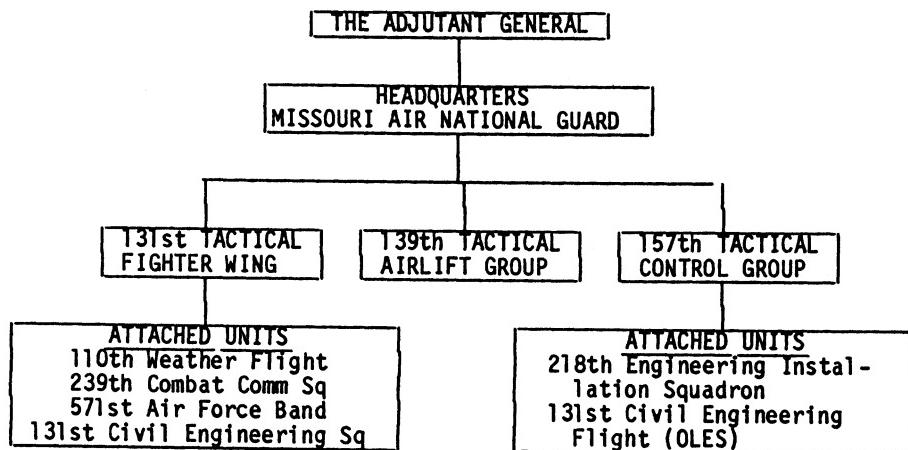
b. During 1985, the MO-AVCRAD received 10 AH-1G's (Cobra Attack Helicopters) from the Active Army's Attack Helicopter fleet. These aircraft are extensively inspected/repaired/ reconditioned for issue to National Guard units throughout the United States. This program is resulting in significant increases in the combat readiness of attack helicopter units nation wide.

c. The MO-AVCRAD continues to monitor the delivery and quality control acceptance of the Excalibur Modification Program for U-8F (Beechcraft) Fixed Wing aircraft. Twenty-seven aircraft of a total of fifty-one aircraft have completed the modification during 1985. Under this program the engineer and avionics system of U-8F aircraft are updated to provide the National Guard with improved, more modern aircraft without the expense of procuring new aircraft.

The MO-AVCRAD continues to operate at its facility on Springfield Regional Airport with a growing role in nationwide aircraft maintenance programs. The 87 Guardmembers employed full time by the MO-AVCRAD possess an average of 11-13 years experience at the worker level with 21 plus years experience at the supervisory/management level. This experience encompasses backgrounds in aviation from all branches of service during war and peace time.

M I S S O U R I   A I R   N A T I O N A L   G U A R D

ORGANIZATIONAL CHART



Missouri has three Air National Guard Bases. Headquarters 131st Tactical Fighter Wing and assigned units are located at Lambert Field, St. Louis. The 139th Tactical Airlift Group and assigned units are located in St. Joseph, at Rosecrans Field. Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force command: Tactical Air Command, Military Airlift Command, the Air Force Communications Command, and United States Air Forces Europe.

131 TACTICAL FIGHTER WING/110 TACTICAL FIGHTER SQUADRON As part of the total force, the 131TFW is one of the many Air National Guard and Reserve Units which account for 37 percent of the total tactical fighter resources of the Tactical Air command. The Wing and 110 Tactical Fighter Squadron initiated in June of 85 the first part of a three-phase conversion to the F-4E aircraft with its associated Pave-Spike and Maverick weapon systems. The Pave-Spike weapon system provides precision weapon delivery via laser guided munitions, while the Maverick weapon system, an air-to-ground electro-optical guided missile, gives a launch and leave capability along with its terminal guidance accuracy.

The combination of F-4E aircraft with these two weapons systems equates to a "special capability" that Missouri is the first to posses within the Air National Guard.

MAJOR EVENTS

Prior to converting to a new weapon system, the 131TFW participated in annual field training at Volk Field, winter base operations at March AFB, CA., and two major inspections from the 12th Air Force Inspector General's office.

1. Annual Field Training - 19 Aug-25 Aug 84

The unit deployed 18 F-4C aircraft to Volk ANG Field Training site for an Operational Readiness Exercise that included operating for six hours under simulated chemical and biological warfare conditions.

STANDARDIZATION/EVALUATION VISIT 16-21 Oct 1984

The high experience level of the Unit's Pilots and Weapon System Officers (2754 avg. pilot hours/1772 avg. WSO hours) was reflected in the excellent rating assessed the unit by the 12 Air Force Standardization and Evaluation Team.

MANAGEMENT EFFECTIVENESS INSPECTION, 10-16 Jan 1985

The purpose of the inspection was to evaluate the management, organization, and mission capability of the 131TFW. The operations area was rated EXCELLENT in all three catagories with no MARGINAL or UNSATISFACTORY areas.

2. Winterbase 85 - 17 Feb-1 Mar 85

This was the last unit deployment in F-4C aircraft. 110TFS aircrews flew 231 sorties and over 300 hours supporting the 163rd TFG preparation for its Operations Readiness Inspection. This was the third deployment to form the basis for intergrated operations as a wing in the event of hostilities.

TRAINING

The unit flies its F-4E Phantom over 3,400 hours a year. The Wing is committed to several world wide Air Force contingency plans and is periodically tested on its ability to respond.

Most of the units training requirements are accomplished within Missouri at Cannon Air-to-Ground Range. However, off station training deployments are used to conduct Operations Readiness Inspections (ORI), winter base operations, and Dissimilar Air Combat Training (DACT).

3. WINTERBASE 86 - 23 Feb-1 Mar 86

The 131TFW conducted an Operational Readiness Exercise during Winterbase Operations at Gulfport ANGB, Mississippi.

ANNUAL FIELD TRAINING/ORI - 22 Aug - 6 Sep 86

The 131TFW/110TFS will deploy 24 F-4Es to Gulfport ANG Field Training Site for a full five phase ORI including "Special Capabilities" Missions to be evaluated by the 12th AF Inspector General Team.

139th Tactical Airlift Group forces continued participation in Military Airlift Command worldwide operations and National Guard airlifts in 1984-1985. The Resource Management Squadron, the Combat Support Squadron and elements of Aerial Port, Civil Engineers, Firefighters, Communications and Security flights deployed to Air Force bases in California, South Carolina, Alaska, and Washington for training. In spite of severe airframe shortages flight crews and support personnel still managed the air movement of over 750,000 ton miles of cargo and over 3 million passenger miles. Aircrues deployed to Central America in participation in Operation Volant Oak in October and November 1984. The Air National Guard Advanced Airlife Tactics Training Center (AATTC) continued with a full schedule of classes of both ANG, AFRES, and USAF including crews from Germany and the Phillipines. An increase of authorized personnel led to a major recruiting drive, with the 139th attaining 100 percent assigned personnel. The unit also accrued over 100,000 flying hours without an accident in over 26 years, in itself a major achievement.

The 157th Tactical Control Group and attached units are at Jefferson Barracks. Over 1300 people are assigned to this Headquarters in the states of Missouri, Iowa, Kansas, Georgia, Alabama, and Tennessee. Their mission is to provide command and control for air strikes, reconnaissance, and air to air intercepts in the forward battle area. Depending on location and altitude, weapon controllers at each of nine radar units have surveillance and control capability in excess of 150 miles and have the capability to interface with Air Force AWACS. Being a Ground Tactical Control System, they are collocated with Army field forces. Each of the units is autonomous and have organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations in the field. They can be operational and controlling aircraft within hours of arriving at their tactical location. The Air National Guard provides 65 percent of the total Air Force Ground TACS capability. The 129TCF deployed personnel and equipment to Gila Bend, Arizona for a 9th Air Force exercise, to Volk Field, WS for Sentry Independence 85, and provided the command control center at Camp Shelby MS for the Tennessee National Guard exercise, Sentry Volunteer 85. Additionally units of the Group deployed to the Savannah, GA, permanent field training site, and the Gulfport MS field training site to support flying activities at those locations. This year four of the units were given operational readiness inspections by the Inspector General of Tactical Air Command. Two units received an overall rating of excellent and two rated satisfactory with several areas within the units rated excellent. More involvement in major exercises at home and overseas is expected, and two deployments to Europe are already planned.

During the past year the 157th Tactical Control Flight deployed to Nymindegab, Denmark for Tactical Fighter Weaponry, a Danish National Exercise. This 33-day deployment was the unit's first overseas deployment. The exercise employed American, Danish, British, Norwegian, German and Dutch fighter aircraft. In 1986 the unit will go to Gulfport, Mississippi where the Tactical Air Command Inspector General will conduct an evaluation of the unit's combat readiness.

The 218th Engineering Installation Squadron is one of the 19 similar squadrons in the Air National Guard. The unit is organized as 35 deployable ready teams, trained and equipped for engineering and installation of radio, radar, teletype, telephone, cable, and antenna equipment. The 218th regularly deploys teams to bases throughout the United States and on special assignments to the European and Pacific theaters. The unit trains for its wartime mission by selecting regular Air Force workloads and assigning a mix of experienced personnel and trainees to these selected jobs. In FY 1985 the 218th deployed sixty people to Torregon AB, Spain and Aviano AB, Italy in support of exercise Healthy Comet, completed an Air Force Audit Agency audit with no answerable findings, and completed the largest installation in the history of the unit, a new bare cable system for the Air National Guard Base at Great Falls, Montana.

MILITARY PERSONNEL  
30 JUNE 1985

	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters, MOANG	18	13	31	16	9	25
131st Tactical Fighter Wing	142	893	1035	142	934	1076
231st Civil Engr Flt	15	7	22	15	8	23
239th Cmbt Info Sys Sq	11	186	197	8	170	178
110th Weather Flt	3	10	13	3	8	11
571st Air Force Band	1	34	35	1	31	32
157th Tac Con Gp	44	94	138	40	70	110
157th Tac Con Flt	10	77	87	9	64	73
131st Civil Engr Flt (OLES)	6	52	58	4	60	64
218th Elec Instl Sq	10	224	234	9	186	195
139th Tac Airlift Gp	<u>122</u>	<u>685</u>	<u>807</u>	<u>110</u>	<u>681</u>	<u>791</u>
	382	2275	2657	357	2221	2578

ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
Headquarters, MOANG	Jefferson City	BG John A. Slifer, Jr.
<u>131st Tactical Fighter Wing:</u> All units except the Cannon Range are located at Lambert-St. Louis IAP		
Headquarters		Brig Gen John R. Layman
110th Tactical Fighter Squadron		Lt Col Percy W. Harrell
131st CAM Squadron		Lt Col Robert E. Rutkowski
131st Combat Support Squadron		Maj Edmund J. Thimme, Jr.
131st Weapons System Security Flt		Capt Gerald J. Schoonover
131st Communications Flt (Spt)		Maj Larry J. Hollrah
131st Civil Engineering Flight		Maj Jeffry D. Felder
131st Tactical Hospital		Col James R. Criscione
131st Resources Management Squadron		Lt Col Kenneth A. Schroer
*239th Combat Communications Squadron		Lt Col Hugh H. Barton, III
*110th Weather Flight		Lt Col John W. Louer, III
*231st Civil Engineering Flight		Col Gordon J. Buchanan
*571st Air Force Band		Capt Stephen M. Aubuchon
Cannon Range	Ft Leonard Wood	Lt Col Jack R. Wilson
<u>157th Tactical Control Group:</u> All units located at Jefferson Barracks.		
Headquarters		Col David L. Van Winkle
157th Tactical Control Flight (FACP)		Maj George R. Niemann
**218th Engineering Installation Squadron		Lt Col James R. Holderread
**131st Civil Engineering Flight (OLES)		Lt Col Samuel D. Lyon, Jr.
<u>139th Tactical Airlift Group:</u> All units are located at Rosecrans Memorial Airport, St. Joseph, MO.		
Headquarters		Col Kenneth O. Gabriel
139th Resource Management Squadron		Lt Col Ronald H. Bates
180th Tactical Airlift Squadron		Lt Col Robert L. Biehunko
139th Civil Engineering Flight		Lt Col Bruce E. Hansen
139th Combat Support Squadron		Lt Col Bruce R. Hill
139th Tactical Clinic		Col Donald E. Sklenar
139th Communications Flight (Spt)		Maj Charles B. Smith
139th Advanced Tactics Training School		Lt Col Howard W. Dixon
139th Mobile Aerial Port Flight		Maj Allen B. Hague
139th CAM Squadron		Capt Lonnie J. Lee
139th Weapons System Security Flight		Capt Walter L. Daffron, III

\*Attached to 131st Tactical Fighter Wing

\*\*Attached to 157th Tactical Control Group

OPERATION AND MATERIEL

Pilot/Navigator (NAV) Utilization:

<u>LOCATION</u>	<u>PILOTS/NAV AUTHORIZED</u>	<u>PILOTS/NAV ASSIGNED</u>	<u>AVERAGE TIME PER PILOT/NAV</u>	<u>AVERAGE UNIT ASSIGNED ACFT TIME PER PILOT/NAV</u>
St. Joseph	42/25	38/22	3079/4209 hrs	1095/1207 hrs (C-130A)
St. Louis	47/30	40/30	2754/1772 hrs	731 hrs (F-4C & E) (966)
St. Louis (T-33)	4/0	5/0	2895	739
St. Louis (C-131)	0/0	5/0	2764 hrs	347

Aircraft fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
100/130	53,089
JP-4 (Jet)	7,285,826

Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
*St. Louis	F-4C	7	\$1,898,365	\$13,288,555	4800 hrs
*St. Louis	F-4E	14	\$2,375,000	\$33,250,000	4080 hrs
St. Louis	T-33A	3	170,000	510,000	8042 hrs
St. Louis	C-131D	1	635,228	635,228	12,851 hrs
St. Joseph	C-130A	9	<u>3,188,698</u>	\$28,698,282	12,906 hrs
	TOTAL	34	\$76,382,065		

Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	398	\$ 23,922	\$ 9,521,263
Radar Sets	1	\$ 2,043,000	\$11,564,263

**COMMUNITY IMPACT**

Federal funds spent in Missouri in support of the Air National Guard during FY 85 are categorized as follows:

	St. Louis	St. Joseph	Total
Pay of Air Technicians	\$10,383,000	\$ 5,228,700	\$15,611,700
Full-Time, Military Duty	1,527,600	1,591,106	3,118,706

	St. Louis	St. Joseph	Total
Program (AGR)			
Active Duty, IDT-UTA Payroll	\$6,470,287	\$3,316,403	\$9,786,690
Incentive Program (Reenlistment Bonuses)	87,604	89,973	177,577
Basic Training Program	172,829	147,171	320,000
National Guard Personnel Travel, per Diem, Subsistence, Clothing & Uniform Allowances	792,900	409,200	1,202,100
Service Contract (Operation and Maintenance)	1,818,800	757,000	1,938,800
Major and Minor Repairs	816,700	104,400	921,100
Miscellaneous Supplies & Services	3,047,500	1,940,500	4,988,000
Base Procured Equipment	407,400	84,700	492,100
Planning, Acquisition & Construction	817,410	-0-	817,410
Investment Equipment Purchased	76,678	-0-	79,678
<b>TOTAL</b>	<b>\$25,784,708</b>	<b>\$13,669,153</b>	<b>39,453,861</b>

(Six Hundred thirty-one) Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

(One hundred eight) State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds and provide base security and fire protection.

#### MISSION STATEMENTS

131st Tactical Fighter Wing. To attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Squadron. Attain and maintain an optimum effective capability to support USAF Communications and Air Traffic Control Operations in accordance with Air Force Communications Command and Tactical Communications Division plans for employment during national emergency. Install and operate Air Traffic Control (ATC), Communications, Meteorological and Navigational Aids (NAVAIDS) Systems. Perform organizational and field maintenance on organic ATC, Communications, Meteorological, NAVAID, Power Production and Motor Vehicle Equipment.

110th Weather Flight. Provide staff and operational weather service to selected U.S. Army units as specified by higher authority. Attain and

maintain during peacetime the capability to perform the M-Day and wartime mission effectively and efficiently.

231st Civil Engineering Flight. A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command post, battle staff operations, including regional wartime construction prioritization and crash rescue fire suppression management.

571st Air Force Band. The Band is a Missouri Air National Guard unit attached to the 131st Tactical Fighter Wing (Lindbergh's Own) located at St. Louis Lambert International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Tactical Airlift Group. Provide a capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide sustained logistical support to those fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

157th Tactical Control Group. Command, organize, equip, administer, and train assigned elements of a tactical air control system (TACS) to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

157th Tactical Control Flight. Provides a combat ready forward air control post to the Tactical Air Command system. Its mission is to provide radar surveillance deep into hostile territory by command control of strike, reconnaissance, and air defense fighters in the forward battle area. Completely self-sustaining in the field, the unit provides its own electrical power, food services, medical support, transportation, and communications and maintenance support.

218th Engineering Installation Squadron. Accomplishes the engineering, installation, removal, and relocation of Ground Communications-Electronics-Meteorological (CEM) facilities. Performs serviceability certification and emergency and/or programmed on-site maintenance and modification of CEM equipment.

131st Civil Engineering Flight (OLES). A separate operating component of the 131st Civil Engineering Squadron, with a Prime BEEF 1 team (command/control/engineering) and a Prime BEEF 2 team (rapid runway

repair/base support). This unit was established in 1980 to recruit, train, equip and administer Prime BEEF teams for world-wide deployment and employment. Ready to provide a broad spectrum of civil engineering operations and maintenance services in support of the USAF/ANG mission anywhere on 28 hours notice. Members of these teams trained on deployments to Minnesota, South Dakota, England and Germany in FY 1985.



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